

The David and Lucile Packard Foundation

stories of progress >

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For more than 40 years, the David and Lucile Packard Foundation has worked with partners around the world for social, cultural, and environmental change designed to improve the lives of children, families, and communities. Presented in the following pages are eleven of the hundreds of real stories that have helped shape our stories of progress.

The David and Lucile Packard Foundation is a family foundation created in 1964 by David Packard, cofounder of the Hewlett-Packard Company, and Lucile



Packard. The Foundation supports leaders and institutions working to achieve a biologically rich, sustainable world where all families can plan for their children and >

FOR NEARLY A DECADE, SHAILENDRA KUMAR SINGH AND HIS WIFE, SUNITA, HAVE WORKED SIDE BY SIDE IN THE TINY VILLAGE OF ANANTKUMITAL IN BIHAR, INDIA, DISPENSING CONDOMS AND ORAL CONTRACEPTIVES IN A ONE-ROOM HEALTH FACILITY KNOWN AS A BUTTERFLY (*TITLI*, IN HINDI) CENTER.

THEY ALSO EXAMINE PREGNANT WOMEN and offer advice about nutrition and child spacing. The Singhs belong to Janani, a network of 32,000 rural health providers, India's largest public-private family planning network.

In the nearby village of Mahua, Dr. Mitilesh Kumar Singh and his wife, Anita, similarly pool their efforts at the Sun Clinic, also run by Janani, with Anita assisting her husband in performing deliveries, tubectomies, non-scalpel vasectomies, and insertions of IUDs. Dr. Singh says his wife's presence makes a big difference in helping women feel more comfortable.

By making contraceptives available at Butterfly Centers—where an estimated 85 percent of all health care services are provided—Janani uses established health delivery systems in a culturally sensitive way to expand reproductive health care options to rural women and men. The franchised Sun Clinics are able to pool their resources to offer a wide range

of high-quality family planning services and partner with government to ensure that even the poorest clients are not turned away.

Janani is one organization supported by our grant-making strategy in Bihar and Jharkhand, India, to slow the rate of population growth and expand reproductive health choices for women and men—and its success is having an impact.

In its first seven years, the Janani program has provided enough contraceptives to protect more than 5.4 million couples for a full year, preventing an estimated 3.1 million unwanted births, more than 100,000 infant deaths, and almost 6,000 maternal deaths. Combined with an increase in effective, rights-based governmental policies for family planning and reproductive health, India continues to make progress in efforts to improve the health of its citizens.

all children reach their potential. **CONTINUING A FAMILY'S COMMITMENT** > David and Lucile believed that supporting the global community that helped the Hewlett-Packard Company

IN RAJA AMPAT, A LOCAL FISHERMAN PADDLES OUT TO SEA. THE AREA WHERE HE PLIES HIS TRADE TO SUPPORT HIS SMALL FAMILY IS THE BIRD'S HEAD SEASCAPE IN NORTHWESTERN NEW GUINEA, ONE OF THE MOST DIVERSE TROPICAL MARINE SYSTEMS ON EARTH.

HOME TO OVER 1,200 SPECIES OF CORAL REEF FISHES, the Seascape has the highest coral reef biodiversity recorded for an area of this size anywhere in the world.

The coastal and marine resources that make this ecosystem a jewel of the Western Pacific also make it a target—for exploitation from fisheries, marine tourism, as well as oil and gas, mining, and forestry interests. In recent years, policies accelerating the overuse and destruction of natural resources and the transmigration of fishers from other areas of Indonesia have left local villagers feeling powerless to protect their land and their livelihoods.

Today, that is changing. The 14 local governments of the Bird's Head Seascape are partnering with non-governmental organizations to develop effective coastal and marine resource management that will conserve and protect the region with input and support from the local communities that control the

resources. Called ecosystem-based management (EBM), this type of resource management takes into consideration the entire ecosystem—including humans—and differs from current management approaches that focus on a single species, sector, activity, or concern.

The work in Raja Ampat is just one aspect of the Packard Foundation's global grantmaking strategy to advance the use of EBM to protect coastal systems. Our strategy also seeks to advance the knowledge critical to successful implementation of EBM and to support new tools that inform EBM science, thereby helping stakeholders and decision makers visualize options, understand trade-offs, and set priorities.

Our grantees are helping to protect the Bird's Head Seascape and other biologically rich areas by bringing science to decisions that can balance economic development with conservation of globally significant ecosystems.

succeed was a privilege and responsibility. Conservation, science, population, and children's issues were important to them, and they formalized their giving by creating and endowing the Foundation. >



As the Packard children reached adulthood, each joined the Foundation's Board of Trustees, ensuring an enduring family legacy.

> Today, the Foundation's Board of Trustees includes members of the

ILEANA DAVALOS IS AN ELEMENTARY SCHOOL PRINCIPAL. SHE SPENT 20 YEARS IN THE CLASSROOM, BEGINNING AS A KINDERGARTEN TEACHER, AND HAS WITNESSED THE EXPERIENCES OF HUNDREDS OF FIVE-YEAR-OLDS EMBARKING ON THEIR ACADEMIC JOURNEYS.

"WHEN BOYS AND GIRLS ENTER MY KINDERGARTEN CLASSROOMS and they've been to preschool, they are better communicators, they get along with their peers, and they are able to articulate their thoughts much better. Overall, they are more prepared and ready to learn."

She added, "If we look at third graders who are having some kind of academic issue, nine times out of ten, they are children who did not attend preschool. I think the achievement gap can only be closed if we provide the same quality early education for everyone."

Study after study has cemented the case for making high-quality preschool available to youngsters. Preschool provides eager young learners with early academic and social skills that prepare them to be effective learners in kindergarten; it builds good reading skills, which are at the core of all future learning; and children who attend preschool are more likely to graduate from high school and be employed and less likely to become involved in crime.

The efforts of our grantees to secure high-quality preschool opportunities for all three- and four-year-olds in California continue to pay dividends. Funding commitments to preschool have risen, from \$614 million in 2003 to \$831 million in 2008. Statewide, preschool programs have also expanded, with an estimated 12,000 new spaces created in 2006.

At the same time, we continue to support leadership and constituency building, technical assistance and systems building, and research to illuminate the critical role that preschool can play in the lives of children and the positive impact it can have in California.

Packard family and independent Trustees. We remain a family foundation rooted in the values of our founders and focused on the needs and opportunities of today's >



world. > David Packard said, “The betterment of our society is not a job to be left to a few; it is a responsibility to be shared by all.” David and Lucile believed in the power of



DAVID HODGES/DNK DIGITAL

nonprofit organizations, their beneficiaries, and their leaders to contribute to real change on important issues. We work to be true to their vision and to be of the greatest >

LUCILE PACKARD HAD MANY INTERESTS, BUT SHE CARED MOST DEEPLY ABOUT THE HEALTH AND WELFARE OF CHILDREN.

LUCILE WAS ACTIVELY INVOLVED in the Children's Health Council of the Mid-Peninsula and the Stanford Children's Hospital, and she was instrumental in the creation and support of local child care programs.

In 1986, Lucile and David Packard donated \$40 million for the construction of a new children's hospital in Palo Alto, California. As board chair of the new hospital, Lucile took on a leadership role in all aspects of the hospital's design—from the broad vision of the organization to the minute design details.

On visits to hospitals across the nation to learn about color schemes, fixtures, and design features that might be appropriate for the new children's hospital, it was not uncommon for Lucile to let the tour group walk on while she stayed behind to talk in-depth with a nurse or young patient to understand their needs and think about how to speed the healing process.

In 1998, the hospital unveiled the Children's Health Initiative, a multiyear fundraising campaign to create centers of excellence for medical specialties. Supported with a \$300 million matching gift from the Packard Foundation, the campaign easily exceeded its goal of \$500 million and has helped the hospital to solidify its position as a global leader in the diagnosis and treatment of children. The hospital has also earned the prestigious honor of being ranked in the *U.S. News & World Report* Top 10 list of the finest pediatric institutions in the United States.

Even as the hospital continues its pursuit of excellence in pediatric medicine, it continues to bear the imprint of Lucile's vision—from its state-of-the-art facilities and range of medical specialties to its outdoor play areas, gardens, and crescent-shaped indentations in nursing station countertops so children can easily see those on the other side.

help to the thousands of nonprofit organizations we support around the world. **WORKING IN MANY WAYS** > To help the organizations we support achieve their goals, the Foundation

WHEN DAVID PACKARD FIRST ENVISIONED A NEW MARINE LABORATORY ON THE SHORES OF MONTEREY BAY IN THE MID-1980s, HIS GOAL WAS TO BUILD AN INSTITUTIONAL CULTURE OF SCIENTISTS AND ENGINEERS WORKING TOGETHER TO INFUSE TECHNOLOGY DEVELOPMENT INTO OCEAN EXPLORATION.

AT THE TIME, OCEAN BIOLOGISTS AND CHEMISTS were still using tools that had been largely developed 100 years earlier to study the deep sea. And what better place to locate the institution than the head of the magnificent Monterey deep sea canyon, where scientists would have access to waters more than 4,000 meters deep in which to test new equipment and research methods just a few hours from their base of operations.

Since Monterey Bay Aquarium Research Institute's (MBARI) founding in 1987, it has developed an array of new platforms, sensors, and software systems to enable ocean research and exploration. MBARI has been at the forefront of the development of remotely operated vehicles, autonomous underwater vehicles, and ocean observatories, and has demonstrated their use for science. MBARI biological sensors detect microscopic organisms in the ocean based on their genetic fingerprint and transmit the results back to shore. Also, MBARI chemical sensors

use lasers or ultraviolet light to detect important chemical compounds in the ocean without the need for sample preparation or reagents.

The discoveries made with these new tools range from the bizarre to the wonderful. MBARI researchers have been tracking the impact of natural climate cycles on complex ocean ecosystems for more than two decades and found surprising instabilities with implications for the ocean's response to anthropogenic global warming. MBARI's remotely operated vehicles have discovered countless new families, genera, and ocean species. One of the strangest discoveries is *Osedax*. These spineless, gutless worms are nourished with the aid of symbiotic bacteria at the end of their bile-green roots that invade the marrow of dead whales on the floor of the ocean. Furthermore, all *Osedax* worms are female. The males only exist as dozens of dwarf parasites inside the bodies of each female.



works in many ways to advance a diversity of ideas, people, operations, and strategies. Sometimes that means developing an enduring partnership with a grantee, such as our support >



for the Marine Stewardship Council to transform the world's seafood markets into sustainable operations. In other cases, we provide one-time support at a pivotal moment, as we did

THE BUYING AND SELLING OF FISH— WORTH AN ESTIMATED \$83 BILLION PER YEAR—IS ROUGHLY ONE-TENTH OF THE ENTIRE GLOBAL FOOD INDUSTRY.

TWO HUNDRED MILLION PEOPLE depend directly on the fishing industry for their economic livelihood, and of the four billion inhabitants of Asia, one-quarter depend on ocean fish for their entire or main supply of protein.

But a decline in world fish stocks puts this renewable resource in danger. An increase in illegal and unregulated fishing, as well as wasteful by-catch fishing practices (the capture of unintended species of fish or other sea life), places further stress on this fragile resource. If the fishing industry is to remain viable, it must make the transition to sustainability.

One important approach to achieving sustainability for an industry is to drive the market for environmentally preferable seafood by creating economic incentives that make the purchase of sustainable seafood a wise business practice.

Two organizations working in partnership with business interests to achieve this goal are the Marine Stewardship Council (MSC) and the Sea Change Investment Fund. Established in 1997, the MSC

has developed a comprehensive certification program that allows fisheries to undergo a rigorous process of inspection and assessment so they can be recognized as environmentally friendly and sustainable. Once certified, products of these fisheries carry the MSC label, the only internationally recognized marine eco-label.

The Sea Change Investment Fund, created with a Packard Foundation program-related investment in 2005, provides capital for the seafood industry to expand the market for environmentally preferable fish and shellfish. Consumers are increasingly looking to buy products from sustainable sources, so expanding seafood purchasing choices is good for the industry and for investors.

By increasing the number of certified fisheries and building the market for sustainable seafood, efforts such as those of the MSC and the Sea Change Investment Fund will continue to encourage the fishing industry toward long-term conservation and management practices that ensure species' survival and the health of ecosystems around the globe.

with a unique, joint effort to preserve 20,000 acres of San Francisco Bay shoreline as its private owner considered divestment options. > We work with government agencies >



and grantees to expand health insurance for uninsured children across California in county-based programs. Or we may work in coordination with businesses and grantees



to bring emergency contraception to market in the United States, benefiting millions of women and couples. > We often join our philanthropic peers, pooling resources to strengthen >

ON A FAMILY CAMPING TRIP, THREE-YEAR-OLD JACOB HERMAN SHOVED A ROCK INTO HIS EAR FAR ENOUGH THAT HIS PARENTS COULD NOT REMOVE IT.

THE INCIDENT OCCURRED ON A WEEKEND and necessitated a trip to the local urgent care, followed by an appointment with an ear, nose, and throat specialist and outpatient surgery. At the end of the ordeal Jacob was fine, but the Herman family found themselves with a \$5,000 out-of-pocket medical bill.

That same month, the Hermans' daughter, Amber, fell and hurt her arm and required medical treatment. All this happened while Penny Herman was pregnant with their third child, Abraham. As self-employed, small business owners in rural northern California, Penny and her husband, Peter, couldn't afford private health insurance. They faced a mounting stack of medical bills and didn't know where to turn.

That's when the Children's Health Initiative of Sonoma County stepped in. Jacob and Amber were enrolled in Healthy Families, while Penny was able to get pregnancy coverage benefits for Abraham through Medi-Cal. The Hermans were relieved when their application was approved and were thankful to learn there was a program that helped working families get health insurance.

That the Hermans learned about and were able to enroll their children in Healthy Families and Medi-Cal is rooted in the creation of the first children's health initiative in Santa Clara County in 2001, which was supported by the Packard Foundation. This program did two important things: it introduced a new insurance product, Healthy Kids, to cover children ineligible for the two major state insurance programs, Medi-Cal and Healthy Families; and it developed a critical outreach component to increase awareness and make it much simpler to enroll eligible children in all three programs.

This model has now been replicated in 29 counties across California. Together the county Healthy Kids programs have insured approximately 100,000 children. It is estimated that almost as many children have been newly enrolled in Medi-Cal and Healthy Families as a spillover effect of the county programs' outreach efforts.

nonprofit organizations and program strategies. One such collaboration, the Energy Foundation, has improved energy efficiency and addressed global climate change in the United States and China for

WORKNESH MINILSHEW WAS MARRIED AND A MOTHER BEFORE HER FIFTEENTH BIRTHDAY. OVER THE NEXT 10 YEARS, SHE GAVE BIRTH TO FIVE ADDITIONAL CHILDREN, AND SHE AND HER HUSBAND STRUGGLED TO EKE OUT A LIVING HERDING CATTLE.

THEIR SITUATION WAS HARDLY RARE IN AMHARA, ETHIOPIA, a region of deep poverty, where nearly one in 100 women die in childbirth, and only 16 percent of the population uses contraception.

Then one morning, a woman in a dark blue uniform arrived at Worknesh's door and explained the previously unfamiliar concepts of family planning and contraception. "I felt that she was God's messenger, sent to solve my problems," Worknesh said.

The uniformed woman Worknesh described was actually sent by the Amhara Development Association, which began working in three of Amhara's poorest zones in 2001, seeking to increase use of contraceptives and reduce infant and maternal mortality and sexually transmitted diseases. Three years after her visit, Worknesh had conceived no more children—certainly her choice, since without birth control, she says, "I would have had two more children and died of starvation."

Ethiopia is but one country where our Population and Reproductive Health Program has developed a strategy to help slow the population growth rate and improve reproductive health to better the quality of life for women, men, and their families. As elsewhere, it is complicated, long-term work that requires complementary efforts on the ground and in the halls of government.

Today, the Ethiopian government is fully committed to family planning and reproductive health. It has declared that contraceptives are public health goods, abolished the tax on contraceptives, and announced an adolescent reproductive health policy. On the ground, more than 25,000 community health extension workers have been trained and are providing education about reproductive health and family planning to individuals just like Worknesh.

more than a decade. > We willingly support grantees working on controversial issues or in difficult places. Over the past decade, the Foundation has continued to fund family planning >



grantees working in Pakistan even through periods when many donor agencies abandoned programs due to political instability.

ENHANCING GRANTEE IMPACT > When the Foundation gives a



grant, support for the organization goes well beyond the delivery of a grant check. Our program staff often provides strategic advice or technical assistance and helps grantees >

NONPROFIT LEADERS USUALLY GET INTO THEIR LINE OF WORK BECAUSE OF THEIR DEEP COMMITMENT TO AN ISSUE AND THEIR DESIRE TO CREATE POSITIVE CHANGE.

IN MANY CASES, THEY HAVE RISEN THROUGH THE RANKS to assume a leadership position and, as a result, may need practical assistance to manage multiple organizational roles—from primary fundraiser and communications director to chief program strategist and board development officer.

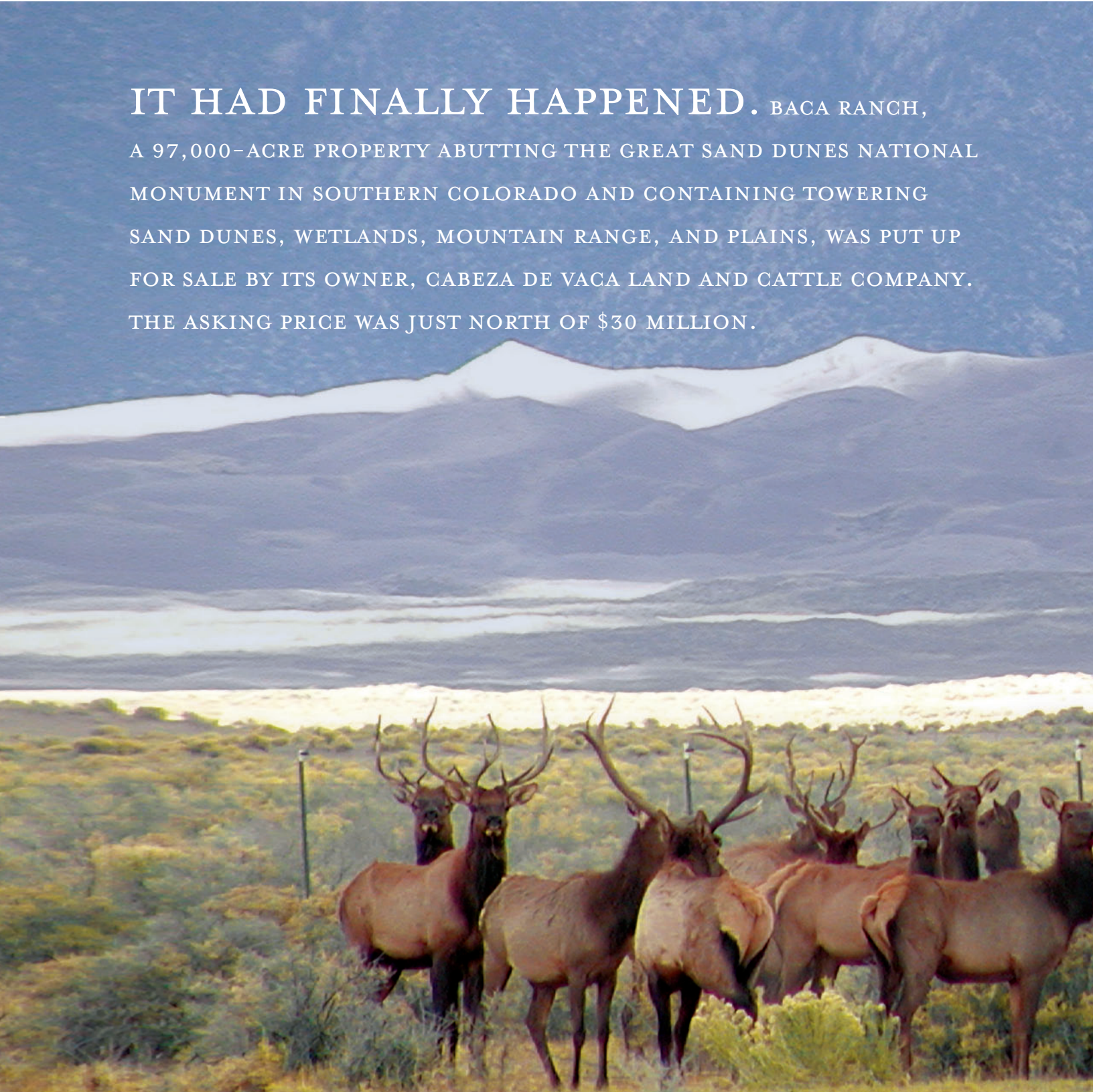
An innovative business leader, David Packard knew how important it was to recruit, groom, and retain talented employees in order to build a successful business. The “HP Way” was the concept that an effective business was built through a series of policies that would help employees feel appreciated and respected. It was this philosophy that inspired the Organizational Effectiveness program at the Packard Foundation—a program intended to help nonprofit organization leaders strengthen organizational skills, structures, systems, and strategies.

Since 1983, the Foundation has been making small grants to current grantee organizations for this purpose. Grants address the myriad organizational and capacity challenges that may affect nonprofits—from strategic planning and board development needs to mergers and executive transitions.

We also support organizations that enable the nonprofit leaders with which our programs work to build skills that can make them more effective. One example is the Communications Leadership Institute, which offers a variety of training programs to help nonprofit executives increase the communications capacity of their organizations and use high-impact communications to achieve their social change goals.

connect with other leaders or organizations. We also help grantees improve their core organization in areas such as strategic planning, fundraising, and board development,

IT HAD FINALLY HAPPENED. BACA RANCH, A 97,000-ACRE PROPERTY ABUTTING THE GREAT SAND DUNES NATIONAL MONUMENT IN SOUTHERN COLORADO AND CONTAINING TOWERING SAND DUNES, WETLANDS, MOUNTAIN RANGE, AND PLAINS, WAS PUT UP FOR SALE BY ITS OWNER, CABEZA DE VACA LAND AND CATTLE COMPANY. THE ASKING PRICE WAS JUST NORTH OF \$30 MILLION.



BACA RANCH, COLORADO

and provide program-related loans to augment grants or invest in opportunities where traditional grants are not appropriate. > We don't always succeed, but our goal is to be as >

FOR MORE THAN A DECADE, CABEZA DE VACA and the previous owner, American Water Development Inc., had unsuccessfully fought—in the courts and through state initiatives—for the right to sell the water beneath the ranch. Their opponents were an unlikely coalition of conservative local farmers and ranchers and The Nature Conservancy. By the time the ranch went on the market, the conservationists had already lobbied Colorado's senators, as well as other government leaders, and convinced them of the critical nature of the habitat. The only problem was they lacked the cash to purchase and protect the ranch.

The Packard Foundation often gives grants for land acquisition, but in this case a loan—or program-related investment (PRI)—made more sense, allowing the Packard Foundation to retrieve its funds later for reuse. PRIs are another tool for advancing programmatic goals and may take on a variety of forms, including loans, guaranties, social deposits, lines of credit, and equity investments. PRIs are valuable because they

can assist a nonprofit organization with obtaining credit or improving its credit history and credit-worthiness, helping to make the organization more capable of obtaining commercial credit in the future.

With the help of the \$14 million loan the Foundation made to The Nature Conservancy, Baca Ranch was saved. The land is now divided among three federal entities—more than 53,000 acres make up the Great Sand Dunes National Park and Preserve, about 13,000 acres were added to the Rio Grande National Forest, and the final 31,000 remaining acres became the Baca National Wildlife Refuge.

Today, Baca Ranch harbors more than 70 species of rare plants and animals, some found nowhere else in the world. A large elk herd roams the territory, along with foxes, mountain lions, bighorn sheep, and bison. Sandhill cranes especially love this territory, as do tiny tiger beetles, a species of insect found nowhere else on earth.



effective as possible in all of our grantmaking. We continuously monitor and assess our programs. We listen to and learn from our grantees. We regularly



refine our program strategies to improve our grantmaking. We do all of this with a focus on helping our grantees have their greatest possible impact.

WHEN CYNTHIA KENYON FIRST EXPRESSED AN INTEREST IN DOING RESEARCH ON AGING, COLLEAGUES DISCOURAGED HER. THEY SAID THE PROCESS WAS TOO COMPLICATED TO UNDERSTAND.

DR. KENYON IGNORED THEIR ADVICE and began looking into the aging of the soil-dwelling roundworm *Caenorhabditis elegans*.

In 1993, she was able to double the life span of the roundworm by altering a single gene and discovered that two genes are responsible for aging in the roundworm, a historic finding that refuted many scientists' belief that the aging process was not regulated by genes. Scientists have since shown that changing equivalent genes in fruit flies and mammals leads to similarly extended life spans, advances that could have implications for understanding—and extending—human life.

From unraveling the mysteries of aging, studying emerging virus strains for rapid detection and prevention, or better understanding the physics of insect flight, research performed in university laboratories has the ability to profoundly impact our lives.

To encourage the creative pursuit of scientific inquiry at the university level, Dave Packard established the Fellowships for Science and Engineering Program in 1988.

The program was designed to provide university professors like Kenyon with research funds early in their careers to think big and look at complex issues afresh. Dave also insisted that there be few paperwork requirements and that the research funds be spent by researchers in whatever way would best advance their research.

Today, more than 400 university professors in the natural sciences and all branches of engineering have received Fellowships totaling more than \$230 million. Many Packard Fellows have also received other awards and honors, including the Nobel Prize in Physics; the Fields Medal; and MacArthur, Sloan, Searle, and Guggenheim fellowships.

The David and Lucile Packard Foundation is a private foundation that provides grants for charitable, educational, or scientific purposes, primarily to tax-exempt, charitable organizations. We do not provide funding for projects that benefit specific individuals, serve religious purposes, or promote specific legislation.

THE FOUNDATION PROVIDES GRANTS IN THREE MAIN AREAS:

> In the area of **conservation and science**, we seek to conserve and restore ecosystems while enhancing human well-being by harnessing market forces to drive changes in the management of the world's fisheries, pioneering new approaches to the conservation of coastal ecosystems, protecting and restoring biologically important and iconic regions of western North America, improving the environmental performance of agriculture and forest management, reducing the greenhouse gas emissions that cause global warming, and enabling the creative pursuit of scientific research.

> In the area of **population**, we support efforts to slow population growth and enhance reproductive health and rights in order to promote people's dignity and improve their quality of life. Our work is focused in the United States, South Asia, and sub-Saharan Africa. Through support for services, research and advocacy, and organizational and individual leadership, we promote women and girls as agents of change.

> In the area of **children and families**, we seek to achieve publicly supported, high-quality preschool opportunities for three- and four-year-olds in California, starting with the children who need it most. We also support two additional goals: to create systems that provide access to health insurance for all children, ensuring that all children receive appropriate health care; and to ensure that California's commitment to provide access to after-school programs that promote positive youth development for all elementary- and middle-school-aged children is well implemented and becomes a platform for expansions into summer enrichment.

The Foundation also has a special focus on building the management capacity of grantees and providing support for direct services in local areas that are of historical significance to the Packard family, including the five counties that surround the Foundation's headquarters, and Pueblo, Colorado, the birthplace of David Packard.

*For more information on the Foundation,
please visit our Web site at www.packard.org.*

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